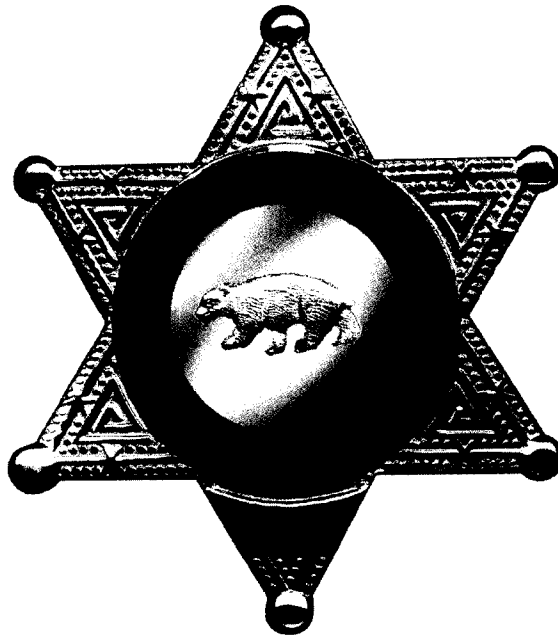

Board of Supervisors' Briefing



JAIL HOUSING AND SECURITY PLAN

MARCH 21, 2006

Leroy D. Baca, Sheriff



County of Los Angeles
Sheriff's Department Headquarters
4700 Ramona Boulevard
Monterey Park, California 91754-2169



LEROY D. BACA, SHERIFF

March 21, 2006

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
Los Angeles, California 90012

Dear Supervisors:

SHERIFF'S DEPARTMENT'S JAIL HOUSING AND SECURITY PLAN

As reported to your Board on February 21, 2006, the recent inmate violence in our jails has caused us to reexamine Sheriff's Department's (Department) policies and protocols concerning facility security, including inmate classification, prisoner housing, and personnel staffing levels. In addition, an analysis as to the best use of all our existing Custody facilities has been completed with the objective of matching prisoner population with a specific facility's intended usage.

Attached is our formal Jail Housing and Security Plan (Plan), which includes recommendations to make major changes in the way we currently house prisoners. This plan is being submitted with an impetus on our highest priority at this time: to add as many male high security jail beds as possible in the most cost efficient and timely manner possible. A recent analysis of County jail housing revealed that the Department is suffering a shortage of more than 2,500 high security beds to house our most violent and dangerous offenders. The primary reason is the number and type of beds are not aligned appropriately to the different security levels of male inmates. We believe the proposed Plan to be a well-developed strategy designed to address the myriad of problems posed by our current configuration of housing, both from a short and long-term perspective.

As an immediate short-term objective, we have identified the full reopening of two closed custody facilities, Sybil Brand Institute (SBI) for women and Pitchess Detention Center - South Facility, currently referred to as North Annex, as a key component of the Jail Housing and Security Plan. Sybil Brand Institute requires substantial capital investment with a two to three year renovation period needed prior to its reopening and the relocation of 1,800 female inmates from Century Regional Detention Facility (CRDF). The Pitchess Detention Center (PDC) - South Facility can reopen in a

A Tradition of Service

relatively short time period (once staffing and operational costs are identified) with the intention of relocating up to 960 less-than-acute mentally ill inmates from Twin Towers Correctional Facility, along with some other lower security inmates, and the relocation of certain inmate programs. The potential capacity of PDC - South Facility is 1,700 inmates.

The reopening of both SBI and PDC - South Facility will result in the availability of approximately 1380 additional high security cells for the jail system's most dangerous and violent inmates at Twin Towers - Tower I and CRDF. The reopening of these two facilities will mitigate over 50 percent of our high security cell needs.

Further, we are considering some long-term objectives including the refurbishment and replacement of the Men's Central Jail, a 43-year old facility housing 6400 inmates. In addition, it is important to evaluate the construction of high security modular cells, a new special housing unit for the highest security inmates and the potential of a second female facility at PDC for projected female inmate population growth. These facility options will be addressed in the overall Facilities Master Plan study, which will be coordinated with the Chief Administrative Office (CAO).

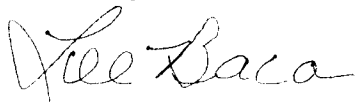
In developing this Plan, we have initiated a review of the State contract with the California Department of Corrections (CDC) for housing inmates at PDC. This review was in response to your Board's motion of February 21, 2006, directing the CAO and County Counsel to assist with the termination of this contract. We will report back on our findings and recommendations concerning the State contract in a separate correspondence prior to your Board meeting of March 21, 2006.

The Plan is an expensive proposal requiring substantial financial commitment. However, the Plan as presented will allow us to best utilize our existing custody facilities while planning for future needs, to ensure the safety and security of all those concerned.

I believe that this Plan allows the Board to immediately address our jail housing and security issues, and the overall management of the 20,000 inmates in our jail population.

I am available to answer your questions. Thank you for your support and consideration in this matter.

Sincerely,



LEROY D. BACA
SHERIFF

LDB:PKT:SLJ:MLK:KRJ:DAW:dw
(Custody Support Services)

c: David E. Janssen, Chief Administrative Officer
Joanne Sturges, Acting Executive Officer, Board of Supervisors
Raymond G. Fortner, Jr., County Counsel
Larry L. Waldie, Undersheriff
Paul K. Tanaka, Assistant Sheriff
Sammy L. Jones, Chief, Custody Operations Division
Marc L. Klugman, Chief, Correctional Services Division
Victor C. Rampulla, Division Director, Administrative Services Division (ASD)
Dennis H. Burns, Commander, Custody Operations Division
Dennis A. Conte, Commander, Custody Operations Division
Donald A. Rodriguez, Commander, Custody Operations Division
Bernadette L. Roberts, Commander, Correctional Services Division
Alexander R. Yim, Commander, Correctional Services Division
James R. Lopez, Commander, ASD
Glen Dragovich, Assistant Division Director, ASD
Paul I. Yoshinaga, Chief Legal Advisor, Legal Advisory Unit
Gary T.K. Tse, Director, Facilities Planning Bureau
Herman D. Stroud, Director, Facilities Services Bureau
Dennis W. Werner, Captain, Risk Management Bureau
Patrick D. Hunter, Lieutenant, Risk Management Bureau
David A. Walters, Lieutenant, Custody Support Services
Allan G. Smith, Lieutenant, Professional Development Bureau
Robert O. Blanks, Sergeant, Custody Support Services
Kristie R. Jonsen, Sergeant, Custody Support Services
Merrill E. Ladenheim, Sergeant, ASD
Chrono

JAIL HOUSING AND SECURITY PLAN - TABLE OF CONTENTS

Jail Housing and Security Plan	Attachment 1
Centralized Inmate Classification and Housing	Attachment 2
Jail Technology	Attachment 3
County Jail Security and Staffing Audit	Attachment 4
Employee Hiring and Retention	Attachment 5

JAIL HOUSING AND SECURITY PLAN - ATTACHMENT 1

The Los Angeles County Sheriff's Department's biggest challenge is to provide a safe environment for approximately 20,000 male and female inmates – most of whom are violent criminals and gang members – in aging facilities that were generally designed to house drunk drivers, petty thieves, and other non-violent offenders. Currently, the County Jail system has 91 percent of its inmates incarcerated for felonies (unsentenced), as misdemeanants are released due to a lack of bed space. The recent inmate violence in its jails has caused the Department to reexamine its policies and protocols concerning facility security, including inmate classification, prisoner housing, and personnel staffing levels.

This eight-point (phase) Jail Housing and Security Plan (Plan) was created by the Sheriff and his custody executives, and it addresses both short and long-term concerns.

Phase I: Relocate the female inmate population from Twin Towers Correctional Facility (TTCF) - Tower II to Century Regional Detention Facility (CRDF), thus availing additional high security cell space for male inmates in Tower II. The movement of female inmates to CRDF is scheduled to occur on March 25 and 26, 2006.

Phase II: Relocate high security male inmates from outlying jail facilities to TTCF - Tower II, thus placing them in an environment more appropriate for their special monitoring and control needs. Tower II requires some reconfiguration and will be temporarily closed upon departure of the female inmates. The Department anticipates reopening two floors by May 2006 and Tower II should be fully occupied with male inmates around September 2006, depending on the availability of staff.

Phase III: Relocate all male inmates over 40 years of age, and of an acceptable security level, from outlying jail facilities to dormitories at North County Correctional Facility (NCCF), as they are susceptible to victimization from the younger and more violent inmates. The Department is in the process of moving approximately 400 older inmates to NCCF by March 31, 2006.

Phase IV: Relocate the current CRDF inmate programs – Bridges to Recovery, the Veterans Program and IMPACT – to Pitchess Detention Center (PDC) South Facility. This is to be completed by March 31, 2006, subsequent to the occupation of CRDF with female inmates.

Phase V: Relocate the less acute male mentally ill inmates, currently housed on the third through fifth floors of TTCF - Tower I, to PDC South

Facility, which is partially opened at this time. South Facility, currently referred to as “North Annex,” has enough space to house both the relocated CRDF program inmates and the less acute male mentally ill inmates. Upon transfer of the mentally ill inmates to South Facility, the current occupants would be relocated to other jails. The movement of mentally ill inmates to South Facility is contingent on funding for the Sheriff’s Department’s and addressing Department of Mental Health’s (DMH) operational needs.

Phase VI: Backfill the third through fifth floors of TTCF - Tower I with high security male inmates. This is dependent on the Phase V movement of the less acute male mentally ill inmates to PDC South Facility, which will avail up to 960 beds within Tower I.

984

Phase VII: Renovate and reopen Sybil Brand Institute (SBI) as an 1,800 bed, full-service female jail facility, complete with medical and mental health programs, and a new Inmate Receiving Center. In addition, construct 4 new dorms and 100 single cells to accommodate 612 female inmates with medical and mental health needs. The current situation in the County Jail justifies the Board of Supervisors declaring an emergency, wherein staff and inmate safety is of paramount importance.

Based on the urgent need to mitigate this emergency condition, the Sheriff would be directed to work with the Chief Administrative Office (CAO) and Department of Public Works to identify alternative design and construction methods to expedite the implementation of this Plan, with the goal of segregating violent offenders in the most timely fashion possible. Other options during this phase include:

- ☐ Considering the conversion of existing dorms into high security single cells at Men’s Central Jail, which will increase the number of high security beds. As part of the renovation work, replace all infrastructure systems and upgrade the current structure to meet today’s seismic code.
- ☐ Considering the use of prefabricated modular single cell or other prefabricated material to expedite the construction processes, providing that the jurisdictional agency requirements are not compromised.
- ☐ Potentially adding another Security Housing Unit at North County Correctional Facility, similar to its existing Building 900, where the highest security inmates can be housed.

- **Considering the Design/Build acquisition process, to allow the construction activities to start earlier and overlap with design activities.**

Phase VIII: Upon the Phase VII reopening of SBI, begin backfilling CRDF with high security and medium security male inmates, thus placing them in an environment more appropriate for their special monitoring and control needs. This move will avail up to 1,832 high and medium security beds.

In addition to the aforementioned eight phases, which form the backbone of this Plan, there are several facilities, technological, staffing and security concerns, which must be concurrently addressed:

- **A comprehensive County Jail Security and Staffing Audit must be completed for the entire jail system.** Although a security audit of this enormity and complexity will be very costly, its importance cannot be overemphasized as it permits an independent outsider to objectively evaluate the Department's management of the County Jail, and make security and staffing recommendations for each facility.
- **Three state-of-the-art jail technologies, Closed Circuit Television (CCTV), Radio Frequency Identification (RFID), and Electronic Monitoring are extremely promising security tools and serious consideration should be given to their potential effectiveness and funding opportunities.**
- **Telemedicine, simply defined as using telecommunications to provide medical information and services to patients, has a major role in this Plan.** It serves to improve delivery of health care to the inmate population, while improving jail security.
- **Develop and implement a comprehensive Facilities Master Plan, including recommendations and action on the expansion, construction, relocation or closure of the jails.** The Department is currently working with the CAO on the Facilities Master Plan and has also conducted a preliminary review of existing jail maintenance needs.

- **In conjunction with the Facilities Master Plan, identify the long-term funding, design, development and construction needs to expand female inmate housing at the PDC.** This would maintain the reopened SBI as an 1,800 bed full service female jail facility with the proposed new 612 beds to address the medical and mental needs of the female inmates. The proposed expansion at PDC will allow future female inmate population growth beyond the bed capacity at SBI.

The following sections have more detailed information on the proposals addressed in this Plan and the table on the next page outlines the estimated staffing, construction, services and supplies costs. Many recommendations and their approximate costs, such as staffing augmentation at the jail facilities and capital expenditures, are not available at this time due to their being impacted by the results of the pending CAO's Facilities Master Plan and the County Jail Security and Staffing Audit.

JAIL HOUSING AND SECURITY PLAN				
Phase	Description	Timeline	Staffing, Services and Supplies Costs	Construction Costs
I	Relocate the female inmate population from Twin Towers Correctional Facility (TTCF) Tower II to Century Regional Detention Facility (CRDF).	March 2006	Funded	N/A
II	Relocate high security male inmates from outlying jail facilities to TTCF Tower II.	May - September 2006	Funded	\$8 Million
III	Relocate all male inmates over 40 years of age, and of an appropriate security level, from outlying jail facilities to dormitories at North County Correctional Facility.	March 2006	N/A	N/A
IV	Relocate the current CRDF inmate programs to the partially opened Pitchess Detention Center (PDC) South Facility.	March 2006	N/A	N/A
V	Relocate the less acute male mentally ill inmates from TTCF Tower I, to a fully reopened PDC South Facility.	Contingent on Funding and Staffing	\$44.2 Million Does Not Include DMH Needs	Pending
VI	Backfill the third through fifth floors of TTCF Tower I with high security male inmates.	Contingent on Phase V South Facility Funding	N/A	N/A
VII	Renovate and reopen Sybil Brand Institute (SBI) as an 1,800 bed, full-service female jail facility, complete with medical and mental health programs, and a new Inmate Receiving Center. In addition, construct 4 new dorms and 100 single cells to accommodate 612 female inmates with medical and mental health needs.	2 to 3 years	\$64.8 Million	\$168.8 Million
VIII	Backfill CRDF with approximately 1,832 high security and medium security male inmates.	Contingent on Phase VII SBI Reopening	N/A	N/A
JAIL SECURITY AND TECHNOLOGICAL NEEDS				
Technology or Security Need			Systemwide Cost	
Comprehensive County Jail Security and Staffing Audit			Request For Information (RFI) Response Being Reviewed	
Closed Circuit Television (CCTV)			\$12.6 Million or \$30.7 Million Depending on the Configuration	
Radio Frequency Identification (RFID)			\$19.2 Million	
Telemedicine - Telecommunications to Provide Medical Information			\$1.8 Million for Staff	

CENTRALIZED INMATE CLASSIFICATION AND HOUSING - ATTACHMENT 2

By implementing this Plan, high security male beds are added to the County jail system and it necessitates a centralized inmate management component to ensure all inmates are kept in housing areas commensurate with their security levels.

- The Department has created the Inmate Classification Quality Assurance Team (Team), as reported to the Board of Supervisors on February 16, 2006, and its primary mission will be to transition the Department from a decentralized inmate housing methodology to a centralized system.
- The Department currently utilizes the Northpointe Jail Inmate Classification System (JICS) to classify its inmate population. The Northpointe system is a valuable tool which will now integrate with software currently owned by the Department and acquired from Syscon Justice Systems, Inc. This integration will create an automated mechanism for centrally determining an inmate's security level, while simultaneously assigning them a specific facility and bed based upon his or her security level. This will prove to be an efficient and cost effective way to not only accurately classify inmates, but also utilize a housing module that will identify the best cell to place an inmate.
- The Team has dedicated full-time staff to ensure its goal of an April 2006 installation and evaluation time-line of the Syscon inmate classification and housing software upgrade purchased by the Department.
- As the County Jail's unsentenced felon population increased over time to its current 91 percent, it caused a dramatic shift in security level demographics. What was once an overwhelmingly low and medium security inmate environment, evolved into one with 31 percent of the total male population requiring high security beds.
 - ☐ The Department and CAO conducted a recent analysis of the male inmate population and available high security bed space. It revealed that the County Jail has approximately 5,380 high security male inmates, yet has only 2,875 high security beds, for a shortage of 2,505 beds.
 - ☐ The analysis on the following page proposes to provide the availability of approximately 1,171 high security beds for male inmates, for a new total of 4,046 high security beds. This would be accomplished through the reopening of Sybil Brand Institute for female inmates, and the occupation of Twin Towers Correctional Facility - Tower II and Century Regional Detention Facility for male inmates, as outlined in this Plan. The remaining shortage can be addressed by the various options describing Phase VII (Page 2) of Attachment I.

LOS ANGELES COUNTY JAIL SYSTEM								
COMPARISON OF AVAILABLE AND CURRENT BED CAPACITY TO THE CURRENT MALE INMATE POPULATION								
	Current Inmate Population (1)			Current Bed Capacity (2)			Proposed Bed Capacity (3)	
Jail Facility	High Security Inmates	Low - Med. Sec. Inmates	Total	High Security Beds	Low - Med. Security Beds	Total	High Security Beds	Low - Med. Security Beds
Inmate Reception Center	0	0	800 (4)	0	0	0	0	0
Twin Towers - Tower I	1,640	389	2,029	984	360	1,344	984	360
Twin Towers - Tower II	0	0	0	0	0	0	773	539
North County Correctional Facility	1,236	2,422	3,658	144	3,787	3,931	144	3,787
East Facility	584	940	1,524	48	1,806	1,854	48	1,806
South Facility (North Annex)	0	762	762	0	1,722	1,722	0	1,722
North Facility	15	1,846	1,861	0	1,536	1,536	0	1,536
Men's Central Jail	1,895	4,579	6,474	1,699	2,838	4,537	1,699	2,838
Century Regional Detention Facility	10	203	213	0	213	213	398	1,434
Total	5,380	11,141	17,321	2,875	12,262	15,137	4,046	14,022
								18,068

- (1) Reflects data from December 2005. The actual inmate population fluctuates on a daily basis.
(2) Reflects the current unavailability of Twin Towers - Tower II to men and the limited availability at Century Regional Detention Facility (CRDF).
(3) Assumes female inmates have been transferred to Sybil Brand Institute, and that Twin Towers - Tower II and CRDF are available to men.
(4) Inmate Reception Center total reflects those inmates pending security classification.

- The Department has completed a draft security level housing matrix, which is summarized below, and it is currently being analyzed by the Quality Assurance Team, to ensure the housing assignments are appropriately proportionate to actual inmate demographics. The highest security level inmates (level 8 & 9) are assigned in one or two-man cells. Dormitories will primarily be used for medium security inmates (level 7 or lower).
- Although the proposed matrix will greatly improve inmate housing assignments based upon security levels, due to the current shortage of cell space, up to 1,130 high security male inmates would be housed together in dormitories at North County Correctional Facility, whereas they should reside in cells.

PROPOSED HOUSING SECURITY LEVEL MATRIX BY MALE JAIL FACILITY	
Jail Facility	Security Levels and Type of Housing
Men's Central Jail	Level 9 in one-man cells. Special Security inmates in one-man cells, regardless of level. Level 8 in multi-man cells. Child Molestation suspects in multi-man cells. Levels 5, 6, and 7 in dormitories. Levels 1, 2, 3, and 4 in separate dormitories.
North County Correctional Facility	Level 9 in Security Housing Building cells. Level 8 in a separate dormitory environment building. Levels 5, 6, and 7 in dormitories.
Pitchess Detention Center - East Facility	Levels 5, 6, and 7 in entire facility (dormitories)
Pitchess Detention Center - North Facility	Levels 5, 6, and 7 in entire facility (dormitories).
Pitchess Detention Center - North Annex	Levels 5, 6 and 7 in a separate open compound. Levels 1, 2, 3, and 4 in a separate open compound. Former CRDF programs in a separate open compound. Mentally ill inmate housing pending.
Twin Towers Correctional Facility	Maximum Security assignments pending for Tower II. Mentally ill and special needs inmates in Tower I.

SECURITY LEVEL LEGEND

Low Security Inmates

1 = Very Low

2 = Low

3 = Minimum

4 = Minimum Pre-sentenced

Medium Security Inmates

5 = Medium Pre-sentenced

6 = Medium

7 = High Medium

High Security Inmates

8 = High

9 = Maximum

JAIL TECHNOLOGY - ATTACHMENT 3

Three state-of-the-art jail technologies, Closed Circuit Television (CCTV), Radio Frequency Identification (RFID), and Electronic Monitoring are extremely promising security tools. Serious consideration should be given to systemwide applications that employ these technologies in collaborative combinations depending upon facility design and housing requirements.

- Currently, RFID is a cutting-edge inmate movement technology utilized in the custody environment. It is best described as a real-time inmate tracking system. Some experts have referred to it as “LoJack for inmates.” The Department is currently studying the effectiveness of the RFID technology in a large custody environment.
- A Closed Circuit Television (CCTV) system at Pitchess Detention Center (PDC) East Facility became fully operational on August 17, 2005. The cameras digitally record activity throughout the facility 24 hours per day, 7 days per week, with an estimated archiving capacity of 54 days.
- The Department completed a Concepts and Issues Proposal on installing CCTV technology at Men’s Central Jail (MCJ), in which there were two configurations. The first placed 278 cameras at key locations in the facility and the second utilized 2,092 cameras, with one focused on every jail cell.
- Although the cost of video technology has greatly decreased, the data infrastructure capable of handling the tremendous bandwidth of a digital CCTV system, and the coring and cabling at the monolithic MCJ is very costly. The 278 camera configuration is an estimated \$2.8 million, while the 2,092 camera version is \$20.9 million. These costs do not include the necessary upgrades to the data network infrastructure, which is an estimated \$2.5 million for MCJ alone.

CLOSED CIRCUIT TELEVISION (CCTV) COSTS ESTIMATES DOES NOT INCLUDE DATA NETWORK INFRASTRUCTURE UPGRADES		
Jail Facility	Number of Cameras	Estimated Cost
Century Regional Detention Facility	81	\$810,000
Inmate Reception Center	54	\$540,000
Men's Central Jail (MCJ) - Cameras Focused on Key Areas	278	\$2,780,000
Men's Central Jail - Cameras Focused on Every Cell	2,092	\$20,920,000
Mira Loma Detention Center	57	\$570,000
North County Correctional Facility	193	\$1,930,000
Pitchess Detention Center - East Facility	CCTV Operational	N/A
Pitchess Detention Center - North Facility	52	\$520,000
Pitchess Detention Center - North Annex	44	\$440,000
Twin Towers Correctional Facility	497	\$4,970,000
Estimated Total with MCJ Cameras Focused on Key Areas	1,256	\$12,560,000
Estimated Total with MCJ Cameras Focused on Every Cell	3,070	\$30,700,000

- Expanded use of Electronic Monitoring is an opportunity to allow lower level misdemeanor offenders to be returned to the community, under severe restrictions on movement.
- The use of Electronic Monitoring in appropriate situations allows for the freeing-up of additional cell space for more high level security inmates.

Telemedicine, simply defined as using telecommunications to provide medical information and services to patients, has a major role. It serves to improve delivery of health care to the inmate population, while vastly improving jail security. Additionally, given the downsizing of the jail ward in the new Los Angeles County-U.S.C. Medical Center, the necessity of telemedicine connectivity with the hospital is paramount.

- Telemedicine has occurred over the telephone wires for years and now encompasses complex video conferencing equipment that can transmit a live clinical encounter, or in a store and forward mode (recorded medical encounter sent to another location), over hard wires or satellite broadcast technology to providers across the street, across the nation, or across the world.

- Challenges to Correctional Medicine

- ☐ An aging inmate population; artificially aged due to drug abuse, life style, homelessness, etc.
- ☐ Security issues of inmates housed in a hospital setting.
- ☐ Security issues related to transport of inmates to and from the hospital.
- ☐ Cost of security and transportation costs.
- ☐ The need for specialty clinics and the ability to provide this level of care. Discussions are currently ongoing with the Department of Health Services and Chief Administrative Office (CAO) on this issue and the need to accomplish at least part of them through a telemedicine format.

- Telemedicine Goals

- ☐ Improved delivery of health care to the inmate population.
- ☐ Increased security through the reduction of inmate transportation outside of the jail environment.
- ☐ Improved access to specialty care through more efficient scheduling and reduced downtime between appointments.

- Potential Benefits

- ☐ Quicker access to health care, especially specialty care.
- ☐ Earlier intervention and treatment leading to improved patient outcomes.
- ☐ Reduced transportation costs.
- ☐ Reduced hospitalization costs.
- ☐ Increased medical compliance.
- ☐ Improved efficiency for physicians and provider institutions.

- The estimated cost to staff 18 positions for the Department's telemedicine program is \$1.8 million plus some potential equipment costs.

TELEMEDICINE STAFFING MODEL	
Position	Number of Positions
Nurse Practitioner	5
Orthopedic Technician	1
Physician Specialist	1
Staff Nurse	8
Staff Nurse (Licensed Vocational Nurse)	2
Supervising Staff Nurse	1
Total Positions	18

COUNTY JAIL SECURITY AND STAFFING AUDIT - ATTACHMENT 4

A comprehensive County Jail Security and Staffing Audit must be completed for the entire jail system. Although a security audit of this enormity and complexity will be very costly, its importance cannot be overemphasized as it permits an independent outsider to objectively evaluate the Department's management of the County Jail, and make security recommendations for each facility. This audit would include a systemwide staffing model, which would be based upon staff-to-inmate ratios and other accepted jail security guidelines.

- The November 2004 Special Report to the Board of Supervisors, by Special Counsel Merrick Bobb, recommended a comprehensive audit based primarily on observed security lapses at Men's Central Jail (MCJ), which were attributed to inadequate staffing.
- The Report also stated the following in response to MCJ's one to ten staff-to-inmate ratio:
 - ☐ *There are no jails in any city or county in the nation that house in one building the equivalent number of inmates as does MCJ. The jail is antiquated, difficult to adequately secure, and requires staffing levels that far exceed the current staff-to-inmate ratios. To do it right, there should be a ratio of no more than four, or, at worst, five or six inmates to one member of the staff.*
- Aside from MCJ, the Department operates another 8 jail facilities, which house an additional 13,000 inmates. In comparison to other local jails throughout the nation, none are as large as the mammoth Los Angeles County Jail system, and none have the significant disparity in staff to inmate ratios.
- On January 27, 2006, the Department posted a County Jail Security and Staffing Audit Request For Information (RFI) on its website, and interested individuals and firms had until March 3, 2006, to respond.
 - ☐ One California criminal justice consulting firm submitted a response and the Department is currently reviewing their qualifications. If the sole respondent is deemed qualified by the Department, the next step would be to notify the Board of Supervisors of its intent to enter into contract negotiations. It is estimated that the entire process will take approximately three months to award a contract. Representatives from the Department's Custody Support Services are currently working with their Contracts Administration unit on accomplishing this task. This will be done concurrently with the CAO's Facilities Master Plan.

EMPLOYEE HIRING AND RETENTION - ATTACHMENT 5

Recruitment and hiring are crucial in order for the Department to implement the Jail Housing and Security Plan.

- The Department currently has 116 personnel assigned to the Pre-Employment Unit and has a hiring goal of 1,000 deputy sheriffs for 2006.
- Although there has been a large increase in the hiring of deputy sheriffs, attrition still remains a significant challenge. In 2005, a total of 582 deputy sheriffs were hired and 486 left the Department, for a net gain of 96 deputies.
- Hiring in the law enforcement industry has been problematic for several years. The pool of qualified applicants has dwindled, according to the National Institute of Justice and California Peace Officer Standards and Training (POST), which has created a nationwide problem for law enforcement agencies. Some possible explanations that may account for this recruitment problem are:
 - ☐ The strong economy may have lured good candidates and experienced officers away from law enforcement into better paying jobs.
 - ☐ Waning popularity of wearing the badge. Negative publicity over such matters, as racial profiling and excessive force, may have discouraged some people from wanting to join the profession.
 - ☐ Competition among law enforcement agencies including salary, benefits, shorter commutes and lower housing costs.
- From 2003 to 2005, there were 1,397 deputies who separated from service, with 311 (22 percent) lateraling to other law enforcement agencies. A survey of police agencies in Los Angeles County revealed that the Sheriff's Department (LASD) has one of the lowest entry level salaries of the group.
 - ☐ Currently, a salary agreement has been reached with bargaining units representing sworn personnel and the County of Los Angeles. This compensation agreement will substantially increase the base salary of Department sworn personnel. It is anticipated that this salary increase, which will bring the LASD within the salary range of most other county law enforcement agencies, will greatly benefit this Department in recruiting and retaining sworn personnel.
- Although the Department will continue to face recruitment challenges, the growth and improvement of its Pre-Employment Unit has resulted in nearly every scheduled Academy class reaching its intended recruit capacity.